

Fresno: a culture of excellence, where people get the best everyday

◆ Accountability ◆ Compassion ◆ Trust ◆ Innovation ◆ Teamwork

Creating a Performance Driven Culture

Since taking office in 2001, Mayor Autry has emphasized the need for building an organizational culture that is performance driven. During the last fiscal year, the emphasis turned into a formal plan of action that will drive the City of Fresno through the 21st century. This plan of action is contained in this section of the budget under the heading of **Strategic Vision**.

During the year, the Mayor's Office and City Manager's Office teamed up with the Pacific Institute (Institute) to transform the culture of the City through the use of the Institute's Imagine 21 educational curriculum and the Cultural Consensus Building Program. The four day Imagine 21 curriculum has been presented to over 600 City employees, primarily through the use of City staff as training facilitators. This curriculum is high-performance productivity training that increases the self-efficacy of the employees, thereby increasing the efficiency and effectiveness of the entire organization. In these tight fiscal times, training such as this is imperative, as this training allows the City to capitalize on its most important asset, the employees. The education has been a profound success, changing employee attitudes and increasing performance throughout the organization.

This increased performance throughout the organization needed to be focused in a manner that the City workforce would hold itself accountable for accomplishing specific, quantifiable outcomes which will result in reaching the City's vision. This was accomplished by using the Institute's Cultural Consensus Building Program. Through this program, key management staff worked through a facilitated process to create a performance driven culture. A vision, a core set of values, and three key objectives were established to use as the measuring points to assure that all City activities were directed towards becoming a performance driven culture.

The City of Fresno team can now clearly articulate the core values that guide the daily work of the organization: **Accountability, Compassion, Trust, Innovation and Teamwork**. There is no coincidence that the acronym for the core values proudly proclaims that every member of the organization will **ACT IT** everyday, for every customer.

Articulating the core values was an essential step in building the vision statement that will guide the organization forward. Consensus was reached that, in alignment with the City's vision,

Fresno: A Culture of Excellence, Where People Get The Best Every Day.

From this point, it seemed an almost natural progression to identify the three key objectives that the City organization of Fresno seeks for its community. The three key objectives are brilliant in their simplicity: the organization seeks to excel in **Customer Satisfaction, Financial Management** and **Employee Relations**. All programs, products and services need to meet these key objectives, or they are not worth doing.

While the process seems an arduous, lengthy one, this was a very necessary process to follow to be successful in the cultural and organizational shift that is occurring. After the core values and vision statement were born, the management team again brought their best ideas forward and formulated twelve Key Results Areas (KRAs) that the departments would be focusing on throughout the year. The process used to get to the KRAs was a complex, inclusive one. Over 40 department heads, assistants and staff-level innovators gathered to assess the City's vision, cornerstones and priorities and then, looking through the lenses of the three key objectives of the City, Customer Service, Financial Management and Employee Relations, developed twelve strategic focus areas that propel Fresno onto a strategic path of success. Realizing that defining each of these areas was critical so

that everyone understood what was meant by them, the group also identified a goal statement that represents what success looks like in each of the areas.

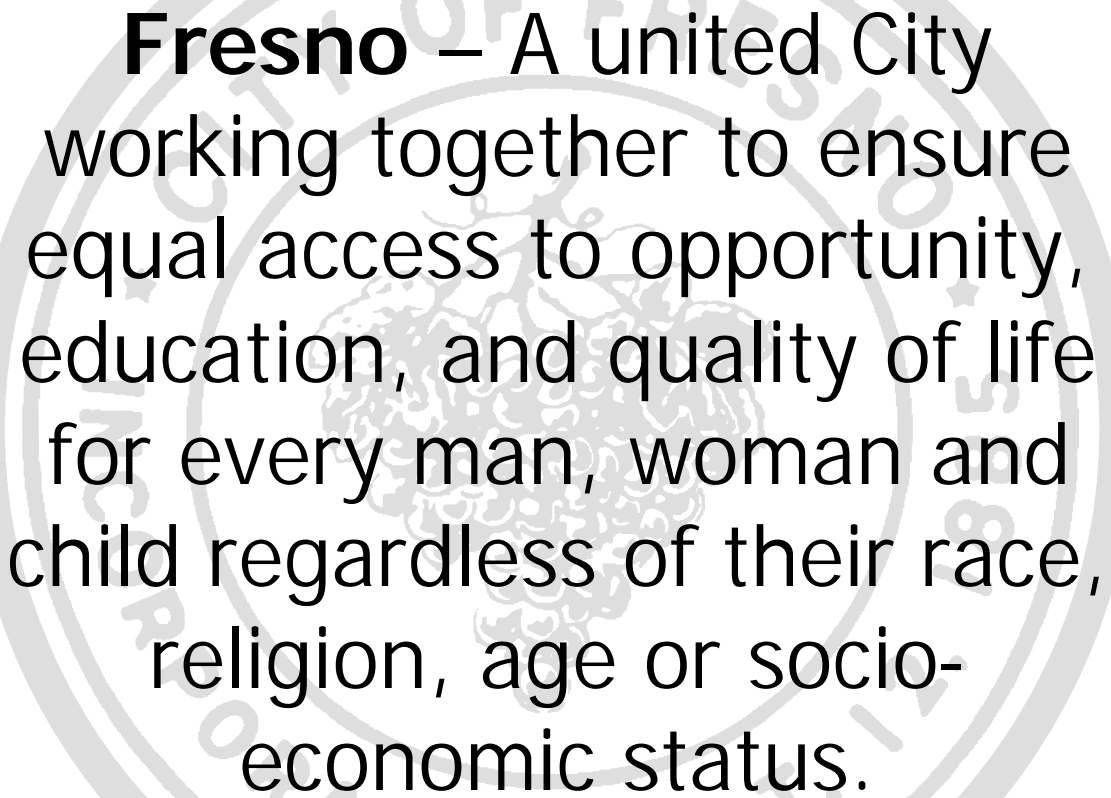
Throughout the year, administration will take an active approach to refining and strengthening these KRAs. By the end of the next fiscal year, there will be a mechanism by which the tangible, measurable results in each of these areas will be reported. This mechanism will enable the administration to monitor the successful progress in each KRA and, if necessary, correct paths along the way. The true beauty of moving to this outcome based system of managing is that it is fluid and malleable. As situations arise throughout the year, this system allows the organization to flex to meet challenges which arise and still keep a focus on the KRAs.

The door of innovation has been opened this year. The expectation is that, as this system is refined, it will take a shape different from what it is reported in this book. Next year, the community may see a different format for reporting how our resources are being dedicated to the KRAs. While the KRAs will undoubtedly remain, as they are the Mayor's vision for this community, the shape in which they are reported and the emphasis put on each may be different.

This plan of action contains the high level thinking of the vision, the set of values, and the key objectives that City staff will operate under. However, for the first time, the plan also contains specific key result areas, goals, and strategies that City Departments are accountable for accomplishing throughout the year. These goals are the basis for prioritizing the limited financial resources that are available to the City each year. Therefore, this year's budget contains bridging statements in the narratives of each Department. These statements identify how each of the goals are funded throughout individual Departments. This funding is also cross referenced within the Strategic Planning section of the budget.

This process has been both challenging and rewarding for the City staff involved in the creation of the Plan. It has served to tap into the creative skills and talents throughout the City Administration. The following pages present the Strategic Vision of the fiscal year 2004-2005 budget.

City of Fresno's Mission

The background features a large, faint, circular seal of the City of Fresno. The seal contains the text "CITY OF FRESNO" at the top and "INCORPORATED OCTOBER 11, 1892" at the bottom. In the center of the seal is a detailed illustration of a grizzly bear standing on its hind legs, holding a bundle of wheat in its right paw and a bundle of grapes in its left paw.

Fresno – A united City working together to ensure equal access to opportunity, education, and quality of life for every man, woman and child regardless of their race, religion, age or socio-economic status.

City of Fresno's Vision

A large, faint, circular seal of the City of Fresno is centered in the background. The seal features a central illustration of a bunch of grapes hanging from a vine. The words "CITY OF FRESNO" are arched across the top, and "INCORPORATED OCT. 12. 1880" are arched across the bottom.

Fresno – A Culture of
Excellence where People
get the Best Every Day.

Planning Model



Key Result Areas (KRA)

Mission

Fresno – A united City working together to ensure equal access to opportunity, education, and quality of life for every man, woman and child regardless of their race, religion, age or socio-economic status.

Overall Vision

Fresno – A Culture of Excellence where People get the Best Every Day.

Investments in Our City

All infrastructure is at a quality rating of good or better, ensuring efficient use of taxpayer dollars, improving quality of life. New infrastructure is available just in time to allow quality growth.

Resources

We know resources are available to give everybody the best everyday

Public Safety

Fresno is a peaceful and secure community, providing ample opportunities to achieve a high quality of life for all its residents.

Education

We actively partner with the community to promote educational activities that maximize literacy, youth development, safety, employment readiness and life-long making Fresno a world-class city.

"One Fresno"

We are a city whose beauty, opportunities and quality of life are realized by all of our citizens.

Economic Development

We are the employment and business center of choice, which attracts diverse capital investment and generates jobs that meet the quality of life needs of our citizens.

Transportation

We have a world class multi-model transportation system that is affordable to all, convenient to use, and provides connectivity locally, regionally, nationally and globally.

Regional Cooperation

We are are part of a collaborative regional effort that will ensure delivery of safe, effective and economic services which provide our communities a fulfilling quality of life.

Employee Relations

The City workforce is motivated, fulfilled, trusted and proud because we are respected, trusted, recognized and empowered.

Customer Service

We serve our customers professionally, courteously, and responsively, focusing on their needs by providing high quality and competitive value.

Environmental Stewardship

Fresno is a healthy, environmentally conscientious community that values and preserves its natural, historical and cultural assets.

General Plan

Fresno, a world class multi-cultural community, with a vibrant economy, balanced land use and transportation systems, recognized as the most livable city in the nation.

The background features a large, faint, circular seal of the City of Fresno. The seal contains the text "CITY OF FRESNO" at the top, "INCORPORATED OCT. 12. 1885" at the bottom, and a central illustration of a bunch of grapes.

The Goals

Investments in Our City

All infrastructure is at a quality rating of good or better, ensuring efficient use of taxpayer dollars, improving quality of life. New infrastructure is available just in time to allow quality growth.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. All existing neighborhoods have complete infrastructure by 2010.	Public Works	239
	Finance Dept.	133
	Information Svcs Dept.	173
	Parks, Rec. & Com Svcs	179
	Public Utilities	224
	Dept. of Transportation	253
2. All infrastructure rated as excellent by 2010.	Public Works	239
	Airports Dept.	89
	Finance Dept.	133
	Public Utilities	224
3. All business park and downtown infrastructure completed by 2009.	Public Works	239
	Finance Dept.	133
	Information Svcs Dept.	173
	Public Utilities	224

Resources

We know resources are available to give everybody the best everyday.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. Obtain the highest bond rating of all California municipalities over 250,000 in population by 2008.	Finance Dept.	133
2. Secure all necessary resources to succeed in all key result areas.	Finance Dept.	133
	Airports Dept.	89
	City Manager's Office	114
	Fire Department	144
	Information Svcs Dept.	171
	Planning & Development	201
	Public Works	239
	Dept. of Transportation	253

Public Safety

Fresno is a peaceful and secure community, providing ample opportunities to achieve a high quality of life for all its residents.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. Reduce fatal traffic collisions by 50%.	Police Department	211
	Public Works	240
2. Reduce overall response times from 9.3 minutes to 7 minutes.	Police Department	211
3. Reduce per capita fire loss to \$20 within 3 years.	Fire Department	143
	Information Svcs Dept.	171
4. Fire Dept response time within 4 minutes 90% of the time by Fiscal Year End 2010.	Fire Department	143
	Public Works	240
5. Reduce automobile theft by 18%.	Police Department	211
6. Increase EMS service level delivery to provide advanced life support within 2 years.	Fire Department	144
7. 95% of key citywide personnel are trained in the City's Emergency Operations Plan within 1 year.	Fire Department	144
	Airports Dept.	89
	Dept. of Transportation	253
8. Reduce injury traffic collisions by 20%.	Police Department	211
9. Reduce homicide by 10%.	Police Department	212
10. Reduce violent crime by 5%.	Police Department	212
11. Reduce property crime by 5%.	Police Department	212
12. Promote and maintain a high standard of public health and safety.	Planning & Development	202
	Fire Department	144
	Public Utilities	224

Education

We actively partner with the community to promote educational activities that maximize literacy, youth development, safety, employment readiness and life-long making Fresno a world-class city.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. Have a life-skills curriculum in every middle school within 1 year.	Police Department	212
	Fire Department	144
2. Establish reading program for elementary school children at 7 community centers within the next 18 months.	Parks, Rec. & Com Svcs	179
3. Establish employment skills program for youth at 7 community centers within the next 18 months.	Parks, Rec. & Com Svcs	179
4. Establish 1,000 mentoring relationships through the Buddies Program by the end of the year.	Parks, Rec. & Com Svcs	180
	Fire Department	144
	Police Department	212
5. Expand Enrichment Program 35 school sites and 15 community centers.	Parks, Rec. & Com Svcs	180
	Office of the Mayor	75
6. Develop successful program with community partners to equip youth with the knowledge and skills to overcome the danger of substance abuse by end of FY 2005.	Parks, Rec. & Com Svcs	180

"One Fresno"

We are a city whose beauty, opportunities and quality of life are realized by all of our citizens.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. All neighborhoods meet the "Beautiful Neighborhood Standard" not later than December 31, 2007.	Planning & Development	201
	City Manager's Office	114
	Parks, Rec. & Com Svcs	180
	Public Works	240
	Dept. of Transportation	254
2. All businesses reflect the beauty and character of their neighborhoods not later than December 31, 2007.	Planning & Development	202
3. Contracts exist with community institutions by December 31, 2005 to insure equal access for all residents to education, housing and employment.	City Manager's Office	114
	Parks, Rec. & Com Svcs	180
	Personnel Department	193
	Planning & Development	202

Economic Development

We are the employment and business center of choice, which attracts diverse capital investment and generates jobs that meet the quality of life needs of our citizens.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. The City creates 20,000 net new jobs in keeping with the Regional Jobs Initiative not later than December 31, 2008.	Economic Development	127
	Airports Dept.	90
	City Manager's Office	114
	Information Svcs Dept.	171
2. Fresno is the corporate headquarters of 25 Fortune 1000 companies not later than December 31, 2008.	Economic Development	127
	Public Works	240
3. Fresno attracts not less than \$10 billion in capital investment not later than December 31, 2008.	Economic Development	128
	Airports Dept.	90
4. The City retention of capital rate exceeds the State average by December 31, 2008.	Economic Development	128
5. Fresno has 4,500 acres of industrial park built out or turn key available by December 31, 2008.	Economic Development	128
	Planning & Development	203
	Public Utilities	225
	Public Works	240

Transportation

We have a world class multi-model transportation system that is affordable to all, convenient to use, and provides connectivity locally, regionally, nationally and globally.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. We have a fully integrated, Multi-Model Regional Surface Master Transportation Plan by 2008.	Dept. of Transportation Planning & Development Public Works	254 201 240
2. We increase air transport utilization by 50% within 10 years.	Airports Dept.	90
3. We have a Transportation Authority with expanded powers that include all modes of transportation within 5 years.	Dept. of Transportation Airports Dept.	254 91
4. We have a downtown transportation system that provides affordable and equal access which reduces reliance on automobiles by 2010.	Dept. of Transportation Public Works	254 241
5. We have a re-engineered/re-designed public transit system within 3 years, resulting in a 25% increase in utilization.	Dept. of Transportation	254
6. We have a financing mechanism that maintains and addresses capacity needs for our surface streets within 2 years.	Public Works	241

Regional Cooperation

We are part of a collaborative regional effort that will ensure delivery of safe, effective and economic services which provide our communities a fulfilling quality of life.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. We have a Regional Public safety Services Agency by 2007.	Fire Department	144
	Police Department	213
	City Manager's Office	115
2. We have a multi-agency public land use agreement by 2009.	Planning & Development	203
	Airports Dept.	90
	City Manager's Office	115
3. Fresno provides leadership ensuring sound regional management of natural resources.	Public Utilities	★ 225

Employee Relations

The City workforce is motivated, fulfilled, trusted and proud because we are respected, trusted, recognized and empowered.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. 70% of the workforce refers the City to friends and family as a rewarding place of employment by June 30, 2007.	Personnel Department	192
	City Attorney's Office	102
	City Clerk's Office	109
	Finance Dept.	134
	Fire Department	145
	General Services Dept.	163
	Information Svcs Dept.	172
	Parks, Rec. & Com Svcs	180
	Police Department	213
	Public Utilities	223
	Public Works	241
	Dept. of Transportation	254
2. 100% of the workforce understand their role to improve the City by June 30, 2006.	Personnel Department	192
	City Attorney's Office	102
	Airports Dept.	92
	City Manager's Office	115
	Finance Dept.	134
	Fire Department	145
	General Services Dept.	163
	Parks, Rec. & Com Svcs	180
	Planning & Development	200
	Public Utilities	224
	Public Works	241
	Dept. of Transportation	255

Employee Relations (cont'd)

The City workforce is motivated, fulfilled, trusted and proud because we are respected, trusted, recognized and empowered.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
3. 100% of the workforce has the opportunity to meet with their Directors and Assistant Directors in a safe, open setting semi-annually by June 30, 2005.	Personnel Department	192
	City Attorney's Office	102
	Airports Dept.	92
	City Clerk's Office	109
	Finance Dept.	134
	Fire Department	145
	General Services Dept.	163
	Parks, Rec. & Com Svcs	181
	Planning & Development	200
	Public Utilities	224
	Public Works	241
4. Employee Needs Assessment is conducted bi-annually by June 30, 2005.	Dept. of Transportation	255
	City Clerk's Office	109
	City Attorney's Office	102
	Airports Dept.	92
	Fire Department	145
	General Services Dept.	163
	Information Svcs Dept.	172
	Parks, Rec. & Com Svcs	181
	Personnel Department	193
	Public Utilities	224
	Public Works	241
	Dept. of Transportation	255

Customer Service

We serve our customers professionally, courteously, and responsively, focusing on their needs by providing high quality and competitive value.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. 90% of customers choose our services if given the choice by June 30, 2006.	City Attorney's Office	101
	City Clerk's Office	109
	City Manager's Office	115
	Finance Dept.	134
	Fire Department	145
	General Services Dept.	163
	Parks, Rec. & Com Svcs	181
	Personnel Department	191
	Planning & Development	199
	Public Utilities	223
	Public Works	242
2. 80% of customers refer our services as "best of class" by June 30, 2006.	General Services Dept.	164
	Airports Dept.	91
	City Clerk's Office	109
	City Manager's Office	115
	Finance Dept.	134
	Information Svcs Dept.	172
	Parks, Rec. & Com Svcs	181
	Personnel Department	191
	Planning & Development	199
	Police Department	213
	Public Works	242

Customer Service (cont'd)

We serve our customers professionally, courteously, and responsively, focusing on their needs by providing high quality and competitive value.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
3. Our fully-burdened pricing is in the lowest quartile of our market sector by June 20, 2006.	General Svcs Dept.	164
	City Attorney's Office	101
	Airports Dept.	91
	Information Svcs Dept.	172
	Personnel Department	191
	Public Utilities	223
	Public Works	242
	Dept. of Transportation	255
4. Annual customer education is implemented by June 30, 2005.	General Services Dept.	164
	City Attorney's Office	101
	Airports Dept.	91
	Fire Department	145
	Information Svcs Dept.	172
	Parks, Rec. & Com Svcs	181
	Personnel Department	192
	Planning & Development	199
	Public Utilities	223
	Dept. of Transportation	255
5. Customer Needs Assessment is conducted bi-annually by June 30, 2005.	Information Svcs Dept.	172
	City Attorney's Office	102
	Airports Dept.	91
	City Clerk's Office	109
	Finance Dept.	134
	Fire Department	145
	General Services Dept.	164
	Parks, Rec. & Com Svcs	181
	Personnel Department	192
	Public Utilities	223
	Public Works	242
	Dept. of Transportation	255

Environmental Stewardship

Fresno is a healthy, environmentally conscientious community that values and preserves its natural, historical and cultural assets.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. Attain full Federal air quality compliance by 2012.	Dept. of Transportation	255
	Airports Dept.	92
	General Svcs Dept.	164
	Parks, Rec. & Com Svcs	181
	Planning & Development	202
	Public Utilities	225
	Public Works	242
2. Secure reliable water supply for build out of 2025 General Plan by 2010.	Public Utilities	225
3. Renewable sources comprise 20% of energy portfolio by 2015.	Public Utilities	226
	Airports Dept.	92
	General Svcs Dept.	164
4. Divert a minimum of 50% of solid waste by December 2005.	Public Utilities	226
5. Secure and preserve significant natural, historical and cultural assets by 2010.	Planning & Development	203
	Airports Dept.	92
	Public Utilities	225

General Plan

Fresno, a world class multi-cultural community, with a vibrant economy, balanced land use and transportation systems, recognized as the most livable city in the nation.

<i>Goals</i>	<i>Department(s) Responsible for Achieving the Goal</i>	<i>Departmental Narrative Page</i>
1. Allow mixed-use development by 2005.	Planning & Development Dept. of Transportation	200 256
2. Open Southeast growth area by 2007.	Planning & Development Fire Department Public Utilities Public Works	200 146 226 243
3. Major infrastructure elements of General Plan achieved by 2010.	Public Works Airports Dept. Planning & Development Public Utilities	243 93 200 227
4. Complete downtown revitalization by 2010.	Planning & Development Fire Department Information Svcs Dept. Police Department Public Utilities Public Works	200 146 171 213 226 243
5. Fresno recognized among top ten cities for livability by 2010.	Economic Development Airports Dept. Dept. of Transportation	128 93 256
6. Develop and implement a balanced, affordable housing program.	Planning & Development	201

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The Strategies

Investments in Our City

All infrastructure is at a quality rating of good or better, ensuring efficient use of taxpayer dollars, improving quality of life. New infrastructure is available just in time to allow quality growth.

<i>Goals</i>	<i>Strategies</i>
1. All existing neighborhoods have complete infrastructure by 2010.	a) Inventory existing infrastructure in all existing neighborhoods. b) Determine and prioritize needs. c) Develop and implement Work Plan. e) Secure necessary funding.
2. All infrastructure rated as excellent by 2010.	a) Inventory and assess current infrastructure. b) Establish rating standard. c) Develop and implement a work plan. d) Secure necessary funding. e) Create and implement a plan to sustain an excellent infrastructure rating.
3. All business park and downtown infrastructure completed by 2009.	a) Identify existing infrastructure. b) Determine and prioritize needs. c) Develop and Implement a work plan. d) Secure necessary funding.

Resources

We know resources are available to give everybody the best everyday

Goals	Strategies
1. Obtain the highest bond rating of all California municipalities over 250,000 in population by 2008.	a) Increase reserve to 10%. b) Publicize success of Economic Development. c) Articulate long term strategy for infrastructure maintenance. d) Continue diversification of revenue base.
2. Secure all necessary resources to succeed in all key result areas.	a) Diversify revenue sources. b) Tap community volunteer/grass roots efforts. c) Increase all fund revenue to expense ratios. d) Change legislation to reduce requirements for bond passage. d) Reauthorize Measure C. e) Ensure development pays its full share.

Public Safety

Fresno is a peaceful and secure community, providing ample opportunities to achieve a high quality of life for all its residents.

Goals	Strategies
1. Reduce fatal traffic collisions by 50%.	<ul style="list-style-type: none">a) Develop the revenue to implement the 2025 Public Safety Plan through long-term financial planning.b) Develop the tax structure needed to minimize the impact on the General Fund.c) Increase checkpoints.d) Traffic enforcement at locations with highest accident rate.e) Implement ongoing traffic safety education programs at all High Schools.f) Emphasize seat belt enforcement.g) Increase number of Hazardous Citations citywide.
2. Reduce overall response times from 9.3 minutes to 7 minutes.	<ul style="list-style-type: none">a) Develop the revenue to implement the 2025 Public Safety Plan through long-term financial planning.b) Develop the tax structure needed to minimize the impact on the General Fund.c) Reduce "Received to Dispatch" time.d) Reduce "Dispatch to Arrival" time.e) Increase officer availability to respond to calls.f) Implement new responses to "Calls for Service" that don't require a physical presences.g) Keep all vacancies filled.h) Install Opticom on all traffic lights in City.i) Reduce and/or remove speed bumps within the City.
3. Reduce per capita fire loss to \$20 within 3 years.	<ul style="list-style-type: none">a) Develop the revenue to implement the 2025 Public Safety Plan through long-term financial planning.b) Develop the tax structure needed to minimize the impact on the General Fund.c) Become a recognized model of excellence in Fire/EMS service delivery by achieving international department accreditation.d) Enact a citywide sprinkler ordinance in all new construction.e) Regionalize fire service delivery within a defined geographical area (City sphere of influence) to the City of Fresno.f) Complete all fire inspections and clear violations annually in all Fresno businesses.g) Minimize fire loss by confining fires to the room of origin.h) Install Opticom on all traffic lights in City.
4. Fire Dept response time within 4 minutes 90% of the time by Fiscal Year End 2010.	<ul style="list-style-type: none">a) Develop the revenue to implement the 2025 Public Safety Plan through long-term financial planning.b) Develop the tax structure needed to minimize the impact on the General Fund.c) Reduce Dispatch process time to 60 seconds.d) Reduce turnout time (time of notification to response).e) Regionalize fire service delivery within a defined geographical area (City sphere of influence) to the City of Fresno.f) Install Opticom on all traffic lights in City.g) Reduce and/or remove speed bumps within the City.

Public Safety (cont'd)

Fresno is a peaceful and secure community, providing ample opportunities to achieve a high quality of life for all its residents.

<i>Goals</i>	<i>Strategies</i>
5. Reduce automobile theft by 18%	<ul style="list-style-type: none"> a) Develop the revenue to implement the 2025 Public Safety Plan through long-term financial planning. b) Develop the tax structure needed to minimize the impact on the General Fund. c) Implement educational program that promotes the use of mechanical locking devices and alarms. d) Promote the use of vehicle GPS tracking systems. e) Increase bed space within the county jail and juvenile hall for all convicted auto thieves. f) Increase surveillance at locations with high vehicle theft rates.
6. Increase EMS service level delivery to provide advanced life support within 2 years.	<ul style="list-style-type: none"> a) Enhance the level of medical training for fire personnel from EMT -I(basic) to EMT - II.
7. 95% of key citywide personnel are trained in the City's Emergency Operations Plan within 1 year	<ul style="list-style-type: none"> a) Train key city personnel in the National Incident Management System (NIMS). b) Conduct citywide Emergency Preparedness exercises for key city personnel. c) Develop a JPA for the Fresno metropolitan area to provide more effective and efficient response to major emergencies.
8. Reduce injury traffic collisions by 20%.	<ul style="list-style-type: none"> a) Expand traffic resources by adding five new officers. b) Traffic resources to target locations with highest accident rates. c) Implement ongoing traffic safety education programs at all high school campuses.
9. Reduce homicide by 10%	<ul style="list-style-type: none"> a) Increase proactive and reactive strategies toward identified violent gang members. b) Deploy patrol officers into neighborhoods plagued by higher rates of violent crime. c) Conduct intensive follow-up investigations to ensure the identification, apprehension, and prosecution of violent criminal suspects.
10. Reduce violent crime by 5%.	<ul style="list-style-type: none"> a) Deploy patrol officers into neighborhoods plagued by higher rates of violent crime. b) Conduct intensive follow-up investigations to ensure the identification, apprehension, and prosecution of violent criminal suspects. c) Pursue and arrest those individuals who are in violation of their parole conditions and/or involved in criminal activity.
11. Reduce property crime by 5%.	<ul style="list-style-type: none"> a) Promote target hardening through the use of business and neighborhood watch programs as well as crime prevention seminars. b) Increase uniformed police visibility in neighborhoods and retail areas where crime trends have been statistically identified.
12. Promote and maintain a high standard of public health and safety.	<ul style="list-style-type: none"> a) Maintain and enforce the Uniform Fire Code, California Fire Code and the Fresno Municipal Code. b) Properly administer California construction codes through quality plan check review of construction drawings and on-site inspection. c) Maintain an adequate pro-active and complaint-based code enforcement program.

Education

We actively partner with the community to promote educational activities that maximize literacy, youth development, safety, employment readiness and life-long making Fresno a world-class city.

<i>Goals</i>	<i>Strategies</i>
1. Have a life-skills curriculum in every middle school within 1 year.	<ul style="list-style-type: none"> a) Hire additional life-skill instructors. b) Partnership with Fresno Unified for curriculum materials. c) Increase revenues, allocations and partnerships. d) Present completed goals and objectives from year one.
2. Establish vocational education center in downtown Fresno within 2 years.	<ul style="list-style-type: none"> a) This element is identified as critical for Fresno's vision by RJI, Educational Report, and Summit. b) Design goals and objectives for new vocational school. c) Partner with Development, Redevelopment, Office of Education to identify potential funding sources and partnerships. d) Link with Community College for curriculum. e) Determine and acquire downtown location. f) Define timeline for completion of project.
3. Establish reading program for elementary school children at 7 community centers within the next 18 months.	<ul style="list-style-type: none"> a) This element is identified as critical for Fresno's vision by RJI, Educational Report, and Summit. b) Determine literacy curriculum. c) Engage parents in program. d) Create space at Community Centers. e) Determine required staffing needs. f) Purchase required materials / equipment. g) Coordinate literacy program with After School Enrichment program. h) Define and determine measurements.
4. Establish employment skills program for youth at 7 community centers within the next 18 months.	<ul style="list-style-type: none"> a) This element is identified as critical for Fresno's vision by RJI, Educational Report, and Summit. b) Determine potential partnerships and resources (e.g. Workforce Investment, RJI, State Center consortium and EOC etc.). c) Create space at Community Centers. d) Determine required staffing needs. e) Purchase required materials / equipment. f) Coordinate career planning into existing After School Enrichment program. g) Define and determine measurements.
5. Establish 1,000 mentoring relationships through the Buddies Program by the end of the year.	<ul style="list-style-type: none"> a) Increase relationship between Police Department, Buddy Program, and After School Enrichment staff. b) Establish ongoing base of volunteers to facilitate mentoring program with "At-Risk" youth. c) Increase partnership with One-By-One leadership. d) Establish process for training and support of volunteers. e) Define and determine measurements. f) Coordinate mentoring program into existing After School Enrichment program.

Education (cont'd)

We actively partner with the community to promote educational activities that maximize literacy, youth development, safety, employment readiness and life-long making Fresno a world-class city.

<i>Goals</i>	<i>Strategies</i>
6. Expand Enrichment Program to 35 school sites and 15 community centers.	<ul style="list-style-type: none">a) Create required space, indoor/outdoor at community centers and schools.b) Expand staffing and training.c) Purchase required materials/equipment.d) Define goals and objectives.e) Define and determine measurements.
7. Develop successful program with community partners to equip youth with the knowledge and skills to overcome the danger of substance abuse by end of FY 2005.	<ul style="list-style-type: none">a) Define goals and objectives.b) Partnership with the United Way's Weed and Seed Programs and other stakeholders on early identification and intervention strategies of youth.c) Activate the Mayor's Drug and Alcohol Intervention Task Force to develop strategies for intergovernmental support of intervention efforts.d) Assist and support local school districts in developing student drug testing programs.e) Coordinate a media and education campaign on substance abuse.

"One Fresno"

We are a city whose beauty, opportunities and quality of life are realized by all of our citizens.

<i>Goals</i>	<i>Strategies</i>
1. All neighborhoods meet the "Beautiful Neighborhood Standard" not later than December 31, 2007.	a) Inventory existing conditions for the neighborhoods. b) Develop and codify standards for neighborhoods. c) Identify private, local, state and federal resources to assist with implementation. d) Utilize code enforcement and anti-graffiti programs.
2. All businesses reflect the beauty and character of their neighborhoods not later than December 31, 2007.	a) Inventory existing conditions for the neighborhoods. b) Develop and codify standards for neighborhoods. c) Identify private, local, state and federal resources to assist with implementation.
3. Contracts exist with community institutions by December 31, 2005 to insure equal access for all residents to education, housing and employment.	a) Identify and inventory community based organizations and institutions. b) Overlay community organizations with governmental agencies. c) Complete negotiations with city/institutions.

Economic Development

We are the employment and business center of choice, which attracts diverse capital investment and generates jobs that meet the quality of life needs of our citizens.

Goals	Strategies
1. The City creates 20,000 net new jobs in keeping with the Regional Jobs Initiative not later than December 31, 2008.	ATTRACTION <ol style="list-style-type: none"> Identify industry groups consistent with the RJJ that represent targets of highest opportunity. Develop and implement a marketing and target accessing plan to recruit identified firms. Fine tune "strike teams" to respond to specific business clusters. Assist with financing and incentive utilization. Utilize single point of contact for project coordination. Close the deals, make it happen. EXPANSION <ol style="list-style-type: none"> Identify industry groups representing the most likely to expand employment. Develop and implement high levels of personal contact with firms in these categories. Provide hands on assistance with expansion, location and relocation. Assist with financing and incentive utilization. Utilize single point of contact for project coordination. Close the deals, make it happen.
2. Fresno is the corporate headquarters of 25 Fortune 1000 companies not later than December 31, 2008.	<ol style="list-style-type: none"> Identify corporate HQ that meet Fresno criteria. Prepare in depth analysis of corporate needs. Match corporate needs with Fresno assets. Prepare packaging and marketing. Develop team and methodology for most direct and effective corporate contact. Contact, contact, contact. Present, sell, close deal make it happen.
3. Fresno attracts not less than \$10 billion in capital investment not later than December 31, 2008.	<ol style="list-style-type: none"> Implement key projects (such as, but not limited to- Forest City, Fancher Creek, Roeding Business Park, South Fresno Industrial Area, Chinatown, etc). Establish Fresno as the newest West Coast Air Cargo and logistics hub for the Pacific Rim. Leverage key projects for ancillary/supporting business activity clusters.
4. The City retention of capital rate exceeds the State average by December 31, 2008.	<ol style="list-style-type: none"> Establish capital retention rate for Fresno and State. Contact financial institutions and establish "Fresno Understanding" for reinvestment in Fresno. Identify business units with high capital retention (i.e. firms that bring revenue into Fresno economy). Aggressively follow up on Community Reinvestment Act (CRA) requirements.
5. Fresno has 4,500 acres of industrial park built out or turn key available by December 31, 2008.	<ol style="list-style-type: none"> Finalize infrastructure requirements and funding sources. Identify "master plan" for each developable area. Assemble land, parcelize, as per master plan. Develop marketing packages for each developable area. Populate with companies that meet criteria.

Transportation

We have a world class multi-modal transportation system that is affordable to all, convenient to use, and provides connectivity locally, regionally, nationally and globally.

Goals	Strategies
1. We have a fully integrated, multi-model Regional Surface Master Transportation Plan by 2008.	<ul style="list-style-type: none"> a) Design a fully integrated, multi-modal Master Transportation Plan for the urbanized area within 2 years. b) In 4 years extend this vision to the region. c) Successfully pass Measure C. d) Successfully revise state and federal transportation funding formulas.
2. We increase air transport utilization by 50% within 10 years.	<ul style="list-style-type: none"> a) Actively seek out air cargo agreements with international and national air carriers. b) Attract low fare carrier to FYI. c) Expand baggage handling capacity/holding. d) Expand security screening. e) Add Federal Inspection station. f) Complete agreement with international carrier.
3. We have a Transportation Authority with expanded powers that include all modes of transportation within 5 years.	<ul style="list-style-type: none"> a) Create task force consisting of representatives from CFCOG, FCRTA, Caltrans, rail, and public to: <ul style="list-style-type: none"> i. Develop goals, structure and authorities; ii. Place before the voters legislation that creates the authority/entity.
4. We have a downtown transportation system that provides affordable and equal access which reduces reliance on automobiles by 2010.	<ul style="list-style-type: none"> a) Assemble stakeholders to define means and methods needed to implement the goal. b) Conduct public workshops to obtain input on conceptual plan including finance options. c) Present to Mayor and Council for approval. d) Implement plan.
5. We have a re-engineered/re-designed public transit system within 3 years, resulting in a 25% increase in utilization.	<ul style="list-style-type: none"> a) Create steering committee and hire outside expert/consultant to facilitate and design the new system. b) Address potential operational issues prior to implementation. c) Conduct public hearings/workshops. d) Obtain elected officials' approval.
6. We have a financing mechanism that maintains and addresses capacity needs for our surface streets within 2 years.	<ul style="list-style-type: none"> a) Complete "son of UGM" financing of infrastructure, including: <ul style="list-style-type: none"> i. Assessment Districts ii. Community Facility Districts. b) Mello Roos Financing. c) Successfully revise state and federal transportation funding formulas.

Regional Cooperation

We are are part of a collaborative regional effort that will ensure delivery of safe, effective and economic services which provide our communities a utopian quality of life.

<i>Goals</i>	<i>Strategies</i>
1. We have a Regional Public safety Services Agency by 2007.	a) Take the lead in defining the urban public safety service area. b) Implement City/County interagency agreements. c) Implement infrastructure changes needed to support coordination of services.
2. We have a multi-agency public land use agreement by 2009.	a) Take the lead in the formation of a regional land use/transportation advisory group. b) Seek adoption by all cities and counties in the San Joaquin Valley of a regional land use/transportation plan. c) Execute a land/transportation MOU between all cities and counties in the San Joaquin Valley and the State of California.
3. Fresno provides leadership ensuring sound regional management of natural resources.	a) Define and prioritize various environmental issues. b) Obtain input from involved stakeholders within the Valley/region. c) Take the lead in the formation of a new regional agency. d) Create a strategic plan and bylaws that define roles, responsibilities, and authorities. e) Develop legislation needed to create entity. f) Successfully seek voter approval if required.

Employee Relations

The City workforce is motivated, fulfilled, trusted and proud because we are respected, trusted, recognized and empowered.

<i>Goals</i>	<i>Strategies</i>
1. 70% of the workforce refers the City to friends and family as a rewarding place of employment by June 30, 2007.	a) Survey workforce to assess perceptions of satisfaction. b) Provide mentoring opportunities. c) Implement diversity training for the workforce. d) Develop recognition and reward opportunities.
2. 100% of the workforce understand their role to improve the City by June 30, 2006.	a) Optimize communication channels. b) Empower workforce in strategic decision-making. c) Sustain "Imagine 21" empowerment throughout the City workforce. d) Implement department orientation for new hires.
3. 100% of the workforce has the opportunity to meet with their Directors and Assistant Directors in a safe, open setting semi-annually by June 30, 2005.	a) Schedule "town hall" meetings. b) Initiate open door policy and schedule. c) Schedule social and team-building activities. d) Employ Management by Walking Around, "MBWA".
4. Employee Needs Assessment is conducted bi-annually by June 30, 2005.	a) Survey workforce to assess wants, needs and expectations. b) Utilize resources of other departments for survey efforts.

Customer Service

We serve our customers professionally, courteously, and responsively, focusing on their needs by providing high quality and competitive value.

Goals	Strategies
1. 90% of customers choose our services if given the choice by June 30, 2006.	a) Conduct customer service training for all employees, managers, including new hires. b) Implement quality control measurements. c) Implement quality circles of team members.
2. 80% of customers refer our services as "best of class" by June 30, 2006.	a) Research and identify industry and market sector service standards. b) Implement cooperative benchmarking.
3. Our fully-burdened pricing is in the lowest quartile of our market sector by June 20, 2006.	a) Pursue cooperative purchase agreements to obtain best vendor pricing for goods and services. b) Employ life cycle analysis to optimize economic value. c) Maximize maintenance efficiency of assets. d) Validate competitiveness of services annually.
4. Annual customer education is implemented by June 30, 2005.	a) Allocate resources for customer education. b) Initiate liaison meetings with customers. c) Communicate who, what, when, where and how much for services to customers.
5. Customer Needs Assessment is conducted bi-annually by June 30, 2005.	a) Conduct assessments within liaison meetings. b) Survey customers to assess that services match their needs. c) Analyze, plan and implement service adjustments to meet needs.

Environmental Stewardship

Fresno is a healthy, environmentally conscientious community that values and preserves its natural, historical and cultural assets.

<i>Goals</i>	<i>Strategies</i>
1. Attain full Federal air quality compliance by 2012.	<ul style="list-style-type: none">a) Fully convert City fleet to low emission vehicles and promote private fleet conversion.b) Increase mode split for alternative transportation.c) Construct 200 additional miles of pedestrian/bikeway facilities.d) Fire-place constraints.e) Convert fixed sources to clean air.f) Develop incentive programs and funding sources.g) Special legislation for mobile sources traversing valley.h) Deploy particulate reduction programs.i) Install truck stop electrification facilities.
2. Secure reliable water supply for build out of 2025 General Plan by 2010.	<ul style="list-style-type: none">a) CVP contract renewal.b) Expand wastewater reuse.c) Adopt metered rate for single-family residential customers.d) Implement Best Management Practices.e) Renegotiate City/FID cooperative water agreement, including Pine Flat Storage & Water Banking.f) Finalize Intermittent Stream Group water rights application.
3. Renewable sources comprise 20% of energy portfolio by 2015.	<ul style="list-style-type: none">a) Adopt multi-agency regional renewable power plan.b) Expand and develop solar, bio-mass, hydro and cogeneration.
4. Divert a minimum of 50% of solid waste by December 2005.	<ul style="list-style-type: none">a) Timely implement SB 1066 Plan.
5. Secure and preserve significant natural, historical and cultural assets by 2010.	<ul style="list-style-type: none">a) Identify Significant Assets.b) Complete CEQA review and adopt preservation ordinances.c) Secure funding for maintenance and stability.

General Plan

Fresno, a world class multi-cultural community, with a vibrant economy, balanced land use and transportation systems, recognized as the most livable city in the nation.

<i>Goals</i>	<i>Strategies</i>
1. Allow mixed-use development by 2005.	a) Update zoning ordinance. b) Give process priority to mixed-use. c) Reduce processing fees for mixed-up.
2. Open Southeast growth area by 2007.	a) Complete Southeast Area Specific Plan. b) Complete initial infrastructure. c) Update development impact fees.
3. Major infrastructure elements of General Plan achieved by 2010.	a) Complete all freeways, expressways and arterials. b) Apply needed development impact fees. c) Complete acquisition of all needed community park sites.
4. Complete downtown revitalization by 2010.	a) Add 10,000 new residents in central area. b) Add 10,000 new jobs in central area. c) 35% of all new construction value to be in the central area. d) Complete water feature in downtown area. e) 50% of all metro entertainment is in the central area.
5. Fresno recognized among top ten cities for livability by 2010.	a) Comprehensive Update of Zoning ordinance. b) Increase cultural resources by 50%. c) Diversity of local economy and reduce unemployment by 50%. d) Complete 25 major public beautification projects. e) Development projects processed timely.
6. Develop and implement a balanced, affordable housing program.	a) Achieve goals on the General Plan housing element and Consolidated Action Plan. b) Meet the rehabilitation new affordable construction infill and down payment assistance needs of the community. c) Coordinate with housing partners to maximize leveraging opportunities.